

# Business Case

## Summary Sheet

<b>Title: Better data, better decisions</b>		
<b>Programme Summary:</b>		
<b>Programme Value:</b>		<b>Country/ Region:</b>
<b>Programme Code:</b>	<b>Start Date:</b> 1 May 2017	<b>End Date: 30 October 2018</b>
<b>Overall programme risk rating:</b>	Low	
<b>Vault Number:</b>		

## Executive Summary (2 pages max)

The aim of this programme is to promote – through improved tools and processes – the use of data for more informed decision making. The programme has a particular focus on results data. The programme will (1) improve how DFID teams manage, access, analyse and use information about their programmes and portfolios, and (2) strengthen the integration of internal data with external data on development needs and other developmental partners' activities. This will help to improve the way in which staff assess the impact that DFID's programmes are having at the sectoral level and in specific countries and make more informed decisions about future interventions. In line with DFID's developing strategy regarding the use of statistics and data analysis, this programme will strengthen the ways in which DFID is contributing towards the achievement of the Global Goals, while also increasing its accountability for the use of public funds.

Over the next 18 months (until end of October 2018), the programme will deliver four main objectives:

1. A data use and decision making landscape study to inform the programme through an in-depth understanding of DFID's potential (and current) data users and their needs. This will also explore key decision-making processes and how they can benefit from improved access to and use of relevant data;
2. Development of sector and country-specific portfolio analyses so that all sector teams and country offices will have access to relevant and timely data analysis to fit their *core* decision making needs (while freeing up their scarce analytical resources through the automation of analysis), and *specific* needs for a set of sectors and countries; improved processes to share data and analyses across DFID.
3. Sustainability and mainstreaming of analyses and data solutions within DFID's core business systems, so that internal data structures are optimised to support analysis and decision-making needs and users are supported in their development needs.
4. Continued engagement with key users to encourage uptake of data and analysis, monitor their use for effective decision making, and so further develop a culture of data use. An on-going dialogue with the data learning journey initiative and MI/BSD will ensure that any identified analytical interests/needs or capability gaps will be responded to.

This is a joint initiative between DFID and Development Gateway (DG). DG's support is fully funded by a mandate from the Bill & Melinda Gates Foundation (BMGF); no DFID funding is anticipated

### **1. Does the programme fit with DFID's strategic architecture: the UK Aid Strategy, Single Departmental Plan, International Development Act and the department's Business Plan?**

**Yes.** This programme supports the 2015 UK Aid Strategy and the Single Departmental Plan by increasing DFID's capacity to assess, manage, monitor and adapt the ways in which our sectoral and country portfolios are performing. It also supports DFID's strategic direction on data use, Digital Strategy, MI Strategy and Transparency Agenda. It will improve the integration of external data with internal data on finance and results to inform DFID's own

decision making. It places DFID demand for data (data users' needs) at the heart of this process.

**2. What percentage of DFID's Single Departmental Plan results target does this programme represent? Could the programme be adjusted in scope or scale to deliver SDP results?**

**Zero and no.** However, this programme will support sector and country teams in delivering SDP results by providing better monitoring analysis and a more accurate picture of the impact DFID is having through its programmes. The programme will also help DFID use data (and in particular results data) to learn and inform its adaptive programming.

**3. Is the programme coherent with the wider international community and partner government response? Has the programme set out a sustainable exit strategy?**

**Yes.** There is a growing consensus amongst the international community around the need for better use of programme and results data; to base development management, policy, and planning decisions on actual results; and to ensure a context-aware and demand-driven approach to data.

**4. Has the programme considered working with HMG Departments and accessing cross-HMG funds?**

**No.** This is primarily a collaboration between DFID and Development Gateway on development data on results under DG's BMGF-funded Results Data Initiative<sup>1</sup>.

**5. How does the programme relate to other UK aid within the specific sector, including multilateral, bilateral and centrally managed programmes?**

This programme will complement work by sector teams and country offices. It will equip these teams with better data and analytical tools to assess, manage, monitor and adapt the ways in which their portfolios are performing. It will also help them to report on their portfolios' results and on their contribution to SDP headline indicators.

**6. Is there sufficient flexibility to learn and adjust to changes in the context? What level of flexibility is there to shift this and future commitments?**

**Yes.** The programme is designed to tailor data collection, data infrastructure and analysis to the data users' needs (e.g., the different policy sector teams and the country offices).

**7. Does the proposed level of risk to be taken fit with DFID's risk appetite for this portfolio?**

**Yes.** This is a low risk programme and within our appetite for this type of intervention.

**8. Is there a clear communications strategy to reinforce our objectives? Will the programme be branded with the UK aid logo and recognise UK Government funding – if not, why not?**

**Yes.** A joint communication strategy between DFID and DG will ensure that communications around the programme will respect DFID's overall goals and objectives, and that the UK Aid logo will be used.

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<sup>1</sup> <http://www.developmentgateway.org/expertise/results>

**9. Has the programme been quality assured? How confident are we that the skills, capability, resources and political will exist to deliver the programme?**

**Yes.** The proposal has been quality assured by DFID's Chief Statistician. DG has a proven track record of programme delivery.

**10. Does the SRO and team have the capability and resources to deliver this programme?**

The Chief Statistician will oversee the implementation of the programme. A Fast Streamer on placement, under supervision of the Chief Statistician, will coordinate the work and liaise with the internal and external stakeholders. That person will work closely with statistical and other relevant advisors in sector teams and country offices, and the MI/BSD teams.

## A. Strategic Case

### Strategic Context

In recent years there has been a rapid increase in the availability of data and the digital tools to exploit it. Innovative technologies have decreased the cost and increased the speed of data collection and data dissemination, responding to the growing demand for actionable, empirical information. This affords DFID with an important opportunity to harness these new technologies to facilitate better strategic decision making throughout the organisation.

At the global level, the demand for detailed, disaggregated data is growing (the 17 Global Goals alone comprise 169 targets and 232 indicators). At the same time, the data landscape is constantly changing with advances in science and technology that allow for more rapid and effective ways to collect, analyse, combine and disseminate new and old data sources. DFID is committed to have data and evidence play their full part in delivering the Global Goals, making effective use of these recent digital opportunities and increasing its transparency and accountability to the UK public and the accountability bodies.

The [Government Transformation Strategy](#) sets the broad direction for the civil service to become a more flexible, transparent and data-driven organisation. DFID is looking at how it manages its own data and could more effectively capitalise on internal and external data sources to inform decision making and how the demand for data (data users' needs) can drive transformation. The goal is to make the right data more accessible throughout the programme cycle, enabling effective decision-making.

An improved understanding and use of results data can help with these ambitions - How DFID can better capture, aggregate, analyse and report on results information. At the same time, parliamentary questions about results/impact tend to be at portfolio rather than at individual programme level. There is a pressing need to facilitate how DFID teams can access information, monitor, manage, and make timely decisions about their portfolios; not only to ensure that DFID portfolios are contributing towards the achievement of the Global Goals and extreme poverty reduction, but also to increase DFID's accountability to the public.

### Existing Arrangements

To meet this demand for more effective analysis of DFID's work at the portfolio level, DFID's Data for development team has been working with the education and the nutrition teams on a pilot project to produce high level analyses of DFID's education and nutrition portfolios. The analyses place DFID manifesto commitments and headline results in the wider context of the international and national challenges which DFID is addressing in these two sectors, and also considers how DFID's effort is aligning with other donor activities. The analyses have been developed using new analytical tools and bring together different data sources, linking DFID's own data on results and programme finance to external data on needs and other donors' activities. The analyses are reproducible, easily verifiable and flexible (they can easily be updated if the underlying data changes and can be extended to other policy areas).

This pilot project has shown the benefits of a more synergistic conversation between the analytical cadre and the policy teams. The problem-centred collaboration led to a jointly-developed analysis that met the policy team's monitoring needs, enabling them to evaluate their portfolio over several dimensions, each at a glance.

There is increasing demand across the department to make better use of the available internal data, and develop analysis and visualisations that can help teams gain a quick accurate view of their programmes' and portfolios' performance to better manage, monitor and make timely decisions. The Aid Management Platform (AMP) is DFID's main programme management tool, and is becoming DFID's single platform for project information. It contains detailed information on projects and project components, including data on spending, partners, procurement, activity descriptions, and locations. The AMP team is currently developing the results logframe functionality, and has already completed the collection of output indicators in AMP, along with functionality for documenting annual reviews. A number of new management information tools have been recently made available to all staff which simplify access to and query of DFID programme data and information (MI Gateway/Dashboard, DFID Analytics) and allow for automated, interactive and easy-to-build dashboards (Power BI). The MI and BSD teams have been developing a series of training and best-practice guidelines to help teams improve their knowledge of the existing tools, and strengthen their skill in using them.

At the moment, DFID does not make systematic use of external data and there is no systematic automated approach to portfolio-level analysis. No resources are available to help staff get access to and evaluate the quality of external data sources. Little guidance is provided on using external data and on linking it effectively to DFID's internal data at programme, country or portfolio level. Similarly, existing tools have primarily focused on the use of internal DFID data, although recent efforts to roll out PowerBI should help with use of some external data.

Despite the growing demand for better data and better data use across the department, DFID lacks an inventory of its current (and potential) data users, as well as a clear understanding of what their analytical needs are. There is a need for more information on how users currently engage with data sources and what data needs are not being met. Furthermore, more clarity is needed around the key decision-making processes that would benefit from data inputs and analytics and how this can be achieved.

### Business Needs

To make sure that data is used systematically to inform decisions at both programme and sectoral/country portfolio level, data needs to be valued as an asset that can improve the way DFID does development.

This requires a clear understanding of the current and potential users of data and evidence in operations and policy, and of the problems and decisions across DFID where data and evidence has an opportunity to play a larger role. It is only if data and analyses address key questions of policy makers and senior managers, and help programme managers with their work, that they will actually be used to inform decisions and trigger real actions. At the same time, to make sure that this will be a sustainable change, DFID's

MI tools and standards must continue to adapt to align with data users' needs and resources are available to build user capability.

There is a clear business need for more automated joined-up analysis of programme portfolios at both the sector and country level. This would allow for a more efficient approach to understanding performance in these areas through easy access to both external and internal data in the same place. This will both reduce routine demands on analysts for consolidation of data as well as allowing a more immediate understanding of portfolio performance in the context of both the Global Goals as well as external indicators.

To promote the sustainability of the project and the success of the culture change, there is a need to integrate and sustain the new portfolio-analysis products in the existing DFID MI/BI systems, while trying to free up scarce analytical resources in country offices and policy teams through automation (whenever possible), and align analytical processes and products with the underlying problems and challenges that decision-makers face.

### **Proposed Scope**

This programme is designed to support DFID's broader strategic goals on data and analysis. In particular the intention is to increase the understanding of user needs for data to support decision making processes and creating, sustaining, and disseminating analytical products that support those users and processes.

This programme will achieve its vision through four key activities:

#### **1. Understanding user needs and decision making processes**

DFID and Development Gateway will collaborate on an internal exercise to create a landscape analysis of potential (and current) data users, and of decision making processes that could (or currently do) use data effectively to increase the efficiency and effectiveness of DFID programming. The analysis will also identify current data and evidence gaps. This exercise will include interviews with country office, regional directorate, sector policy team, SDP indicator leads, and MI/BSD team members, at programme, analytical, policy and senior management level. This exercise will result in both a synthesis, and an in-depth report that aims to inform the departmental data strategy. The report will also be used to inform the design of analytical products and engagement implemented through this programme.

#### **2. Developing and scaling portfolio analysis for country offices and sector policy teams**

Based upon the user and decision landscaping exercise, and considerations on data availability, DFID and DG will co-design a series of analytical products (e.g. dashboards) in support of key decision making needs. The goal will be to identify a crosscutting set of "core" needs, which can be automated and rolled out across sector teams and country offices. This initial "core" module of analysis will be based on existing data sources, mainly quantitative. Then, working with 1-2 country offices and 1-2 sector teams identified through the landscaping process, a more in-depth effort to create additional visualisations and other analyses will be provided in support of specific decisions or user needs. These "trailblazer" efforts will seek to create a model for how in-depth, responsive data analysis can support real-time decision making and policy efforts.

### **3. Integrating and sustaining core portfolio analysis products in DFID business systems**

Throughout the programme, DFID Stats cadre and the DG team will collaborate closely with BSD/MI to ensure that analytical products are being developed using core systems (e.g. AMP, DFID Analytics), where possible, and that internal data structures for results are optimised to support analysis and decision making needs. Any new tools or visualisations created by DG (e.g. for using external data together with internal data) should be built in open source, and approved by MI to ensure integration with core systems. Feedback on data availability, structure, and quality will be provided, as necessary, to BSD/MI and Stats teams in support of data, statistical and MI strategy objectives.

### **4. User engagement and uptake of data for decision making**

Throughout the programme, continued engagement with key users identified during the landscaping exercise will aim to encourage uptake of data and analysis (including analysis created both through this programme and independently across DFID), and to monitor how the analytical products created through this programme are used. The objective of this “process tracing” of key decisions using analytical products will serve to inform continuous improvement of DFID data analysis and collection, and to identify additional areas for improvement on both the data supply and demand sides of DFID operations and policy.

Throughout the programme, the team will identify gaps in capabilities and address gaps in awareness of available DFID data and tools, providing feedback to BSD/MI and the Stats Cadre for further training and outreach. Additionally, the programme will seek to begin a shift in mind set from “analysis as service delivery” for decision makers (e.g. responses to specific requests for data or information) to “analysis as advisory services for problem solving.” This will involve modelling a “problem-driven” approach, resulting from the user and decision mapping under component 1 and subsequent design of analytical products to address these user problems and needs.

### **Main Outputs and Expected Benefits**

The project will develop six key deliverables:

1. A detailed landscape study and report on DFID internal data users and key decision making processes.
2. Mapping of data sources (internal and external) of interest for key decision-making processes at both country and central levels.
3. Sector and country portfolio “core” portfolio analysis guidelines and design for development using AMP, DFID Analytics, and PowerBI. Support to BSD/MI team, as needed, for implementation of analytical outputs.
4. Extraction of unstructured data on results and other key implementation details (e.g. sub-national location) for 1-2 pilot country in support of analysis prioritised by country office leadership. Where feasible, integration of these extracted data into AMP for use in analytical products to provide a demonstration effect of the use of AMP’s results module and to create a time series of results data for selected country offices.
5. “Core-Plus” portfolio analysis design for 1-2 pilot country offices and 1-2 pilot sector policy teams, focussed on supporting key decision making priorities



identified during landscape study. Support to BSD/MI team, as needed, for implementation of analytical products.

6. Final report on DFID data use, generated through continuous engagement with decision makers and data users identified during landscape study, including detailed process tracing of the use of “core-plus” analytical products for pilot country offices and sector policy teams.

The expected benefits of this programme include:

1. Departmental data strategy is informed by an in-depth understanding of DFID data users (both potential and actual), decision making processes, and data/evidence gaps.
2. All sector policy teams and country offices have access to relevant and timely data analysis that fits their “core” needs. Pilot sector policy teams and country offices have access to relevant and timely analysis that fits their advanced needs, tuned to specific decision-making processes.
3. Examples of DFID’s use of data and evidence in policymaking and decision making processes are collected, further developing a culture of data use and strengthening DFID’s reputation as an evidence-based development agency.

The full workplan will be developed based on the user and decision landscaping exercise, under direction from the Chief Statistician.

#### Constraints

The limited time availability, analytical resources and technical capacity in sector policy teams and country offices may constrain the roll out and uptake of this programme of work.

The current internal lead on the portfolio analyses is on temporary placement with DFID. In order to ensure continuity, a new role may be created within the Stats Cadre to coordinate on the programme by engaging with the different internal and external stakeholders, and supervise the analyses and user needs/decision mapping exercises.

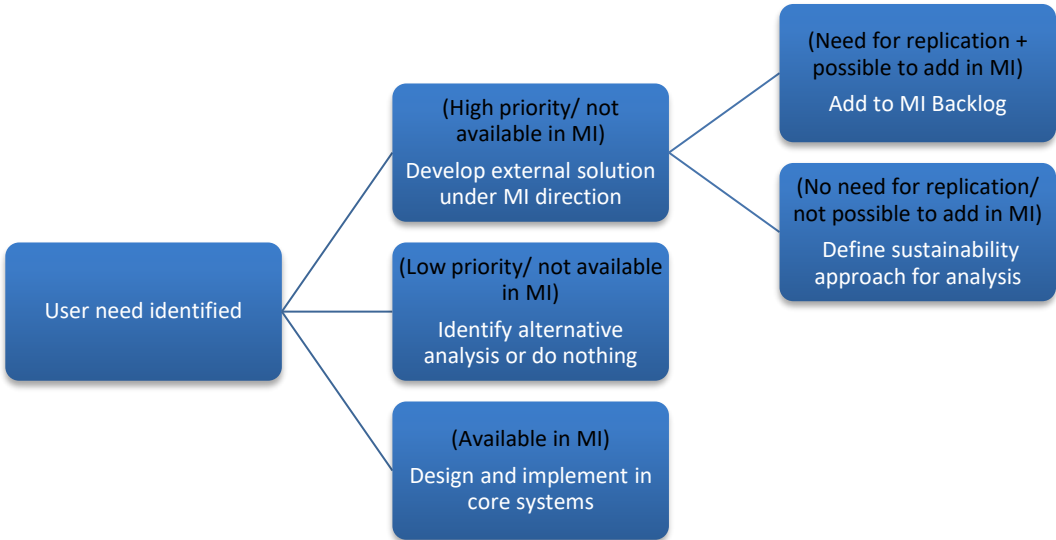
#### Dependencies

The report on DFID internal data users and key decision-making processes depends on Departments responding to information requests made through the internal exercise to create a landscape analysis.

The success and sustainability of the programme depends on a proactive collaboration between the Stats Cadre, Development Gateway, and MI/BSA.

It also depends on the availability of, and access to, relevant internal and external data, as well as the ability of existing systems to meet (or be expanded to meet) user needs. Where new functionality or data not available in MI systems is needed to meet user needs, the Stats Cadre/DG/MI teams will identify the appropriate path for implementation.

Some of these dependencies present risks that are highlighted together with mitigation strategies in the table below.



**Table 1 - Main Risks**

Description	Gross Risk	Probability	Impact	Mitigations	Residual Risk
Duplication of effort with EPIC (Digital Strategy)	Moderate	2	2	Maintaining open communication between Stats Cadre and EPIC, identifying opportunities for collaboration (e.g. in “Trailblazer” countries) and/or areas where activities should engage separate sector policy teams/country offices to avoid redundancy or confusion.	Minor
Programme fails to achieve the culture and behavioural changes required to incentivise and support increased data use across key stakeholders.	Major	3	5	The initial data user and decision landscaping exercise will identify and prioritise engagement with users who demonstrate strong interest in increased data use and articulate specific problems and decisions where data could influence decision making.	Moderate
Data required in support of decision making processes is unavailable for analysis.	Major	3	4	Collaboration with Chief Statistician, MI Strategy, and Digital Strategy, and engagement with both internal and external data sources.	Moderate
High dependence upon external and/or unstructured (through extraction) data sources limits ability to	Major	3	3	Prioritise feedback to developing departmental data objectives, MI Strategy, and Digital Strategy on high-value data sources to be incorporated into analytical products for decision makers. Develop guidelines for the	Moderate

automate analysis for sustainability.				use of external data sources in DFID analysis.	
Beyond Headline Indicators, comparability of results data across programmes, countries, and sectors is limited.	Moderate	3	2	While anticipated as a risk and limitation, the role of this programme is to (i) assist DFID in getting the best use out of its existing data, while (ii) informing future efforts to better standardise and quality assure results data for use.  Increased context and better use of Headline Indicator data is also a benefit of the programme.	Moderate
Availability of resources and coordination with BSD/MI team to incorporate analytical products within core systems.	Major	3	4	Close coordination between the Stats Cadre and BSD/MI team ensures focus on sustainability and integration from the outset of the programme.  BSD/MI team is currently focussing on increased use of PowerBI and other core systems for analysis.	Moderate
Technical capacity constraints in sector policy teams and country offices limits uptake of programme outputs.	Major	2	3	Emphasising user needs and focussing on analysis that can be automated and incorporated into core systems reduces the need for manual analysis capacity among DFID teams.  Focus on user experience, simplicity of design, and clear documentation and help text in all analytical products reduces level of data literacy and time availability from DFID teams needed for use of tools.	Moderate

The risk of the funds being diverted for terrorist financing or lost to fraud are both very low as no DFID funding will be provided to external organisations. Staff involved will be reminded of their obligations in both areas including reporting any suspicion of fraud or misuse of funds.

## B. Appraisal Case

### Business Options considered

We have identified three possible options:

- a. Consider existing portfolio analyses for education and nutrition as a one-off exercise, with no further expansion of portfolio analysis.
- b. Allocate 80% of an assistant statistician dedicated to coordinate and collaborate with Development Gateway in the activities detailed above through to the end of Development Gateway's support in October, 2018. This role includes a combination of programme coordination and dashboard implementation.
- c. Hire a permanent A2 coordinator to coordinate and collaborate with Development Gateway in the activities detailed above, and to continue these activities beyond the expiration of Development Gateway support. This role includes a combination of programme coordination and dashboard implementation.

### Business Options Comparison

Given high levels of interest and demand created from the initial sector portfolio analyses for education and nutrition, considering these efforts as a one-off would be a missed opportunity. There is a clear rationale for building on the momentum generated by these efforts through continued engagement with the education team, and expansion to additional sectors and country teams. However, in expanding these analytical products, combinations of common and bespoke needs are likely to surface across sectors and countries. Additionally, while sector offices have expressed enthusiasm for existing analyses, there has not yet been a clear articulation of how these analyses are (or will be) used in decision-making.

It is also possible that despite positivity about the pilot portfolio analyses, they are in fact not the optimal solution. There is risk that while well received, these products are not used as widely as anticipated. To mitigate this we should adopt an agile methodology to iteratively improve these products through user testing. While doing this we should keep an open mind to whether the current approach (automated dashboard visualisation of analysis) is the best solution to user needs.

The extensive opportunities for DFID to harness emerging digital technology allowing it to exploit the full range of available data to inform its own decision making represents a significant organisational challenge. This therefore requires a similarly ambitious effort to understand user needs and to design analytical products and user engagement strategies to meet those needs. Development Gateway offers in-kind support (sponsored by the Bill & Melinda Gates Foundation) for the broader goals and objectives outlined in this Business Case, in support of broader organisational goals. Development Gateway has expertise in the use and visualisation of programme and results data through its work with other agencies (e.g. USAID, World Bank, African Development Bank, Asian Development Bank) and at country level (in more than 35 partner countries), and through its Results Data Initiative<sup>2</sup>.

### Options Conclusion

In order to fully take advantage of the opportunities stemming from data and digital technologies as well as the ambitious vision set out in the Digital Strategy while remaining

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<sup>2</sup> [developmentgateway.org/expertise/results](https://developmentgateway.org/expertise/results)

flexible with regards to our product offerings we recommend that we pursue Option B – allocation of 80% of assistant statistician to collaborate with Development Gateway. However, based upon programme success and uptake over the coming year, we recommend that this option be revisited in summer 2018 to consider adopting option C in order to scale and sustain the programme.

**C. Commercial Case**

Collaboration with Development Gateway

Development Gateway’s support is fully funded by a mandate from the Bill & Melinda Gates Foundation.

No DFID funding is anticipated.

Procurement method for the hiring of additional staff

N/A

**D. Financial Case**

The anticipated cost of the project is the resource of a fast stream assistant statistician for one year.

This budget is based on the assumption that only the assistant statistician will be required to resource the project.

The current fast stream statistician in RED (on rotation until September 2018) will act as the key point of contact for the project and lead on implementation of the dashboard products.

Role	Grade	Annual Salary	Allocation %	Years	Total
Portfolio Analysis Coordinator	B1D		80%	1	

**E. Management Case**

Project management method

Development Gateway’s Results Data Initiative is managed by its Deputy Chief Executive Officer (Joshua Powell), who will serve as the focal point for all activities.

The fast stream assistant statistician will take on the role of Portfolio Analysis Coordinator and will sit in the Chief Statistician’s team and ensure synergy between DFID’s diverse internal stakeholders and DG.

### **Project responsibilities**

The assistant statistician (Portfolio Analysis Coordinator), under the supervision of the Chief Statistician, will oversee the implementation of the DFID-DG programme, assigning a focal point for day-to-day coordination with the DG team, as well as internally with the Deputy Head on the policy side and the MI team.

The Deputy Head, Human Development Department, Policy Division will be the primary focal point for engagement with various policy teams, and provide critical feedback and insight on programme design and activities.

The MI team will assign a focal point for coordination with the programme, ensuring that analytical products can be integrated into AMP, DFID Analytics, PowerBI, or other core business systems.

The DG team will be led by DG's Chief Strategy Officer, coordinating all DG team outputs and communications, and ensuring full compliance by DG with any data protection and non-disclosure requirements.

In order to ensure open communication and close coordination, the teams will agree on common tools for collaboration. A Slack channel with all relevant Stats Cadre, MI, and DG team members could be used for daily informal chats and sharing of progress. A shared tool for project management (e.g. Trello, JIRA, or Basecamp) will be used to monitor milestones, dependencies, and key deliverables. Finally, group "stand ups" (or check-ins) using VC will be held, at minimum, on fortnightly basis, and ideally once per week.

### **Project Time Line**

This Business Case seeks approval for a work program beginning May 1, 2017 and ending October 31, 2018.

*Table 3 – High level prioritisation*

May 2017-September 2017	<ol style="list-style-type: none"><li>1. Design (May/June), implement (July), draft (August), and finalize (September) data use landscaping</li><li>2. Engage with MI team on integration of existing analytical dashboard features into PowerBI, where feasible</li><li>3. Identify priority sector and country teams for "Core-Plus" approach for analytics and data use</li><li>4. Create initial mapping of key internal and external data sources</li><li>5. Initiate data extraction for selected country teams</li></ol>
September 2017-December 2017	<ol style="list-style-type: none"><li>1. Design "Core" dashboard features for sector and country portfolio analyses, and work with MI team to initiate implementation in AMP and PowerBI</li><li>2. Design "Core-Plus" analysis features and external data sources for selected country and sector teams and work with MI team to determine which features can be implemented in AMP and PowerBI</li><li>3. Set up user group testing of Dashboard products, using feedback to drive direction.</li></ol>

January 2018-April 2018	<ol style="list-style-type: none"> <li>1. Finalize implementation (with MI team) of “Core” dashboard features</li> <li>2. Continued support to “Core-Plus” analysis features and engagement with decision makers to understand if/how programme outputs are being used in decision making processes</li> <li>3. Identification of outstanding needs and continued barriers to the use of analytical products in decision making</li> </ol>
May-October 2018	<ol style="list-style-type: none"> <li>1. Adaptive programming to address outstanding user needs and to update analytical products to meet decision making requirements</li> <li>2. Continued support to MI team for sustainability of analytical products</li> <li>3. Continued engagement with decision makers, particularly within selected country and sector teams, to “process trace” the use of analysis in decision making. Development of case studies highlighting effective data use.</li> <li>4. Final report and recommendations for continued efforts by DFID to grow its data use culture, data analysis tools, and data quality in support of data-driven decision making</li> </ol>

### **Key milestones and reporting requirements**

1. Publication of user needs landscape and decision mapping report, and creation of detailed work plan
2. Documentation of “core” needs for sector policy teams and country offices, and design delivery to BSD/MI team
3. Implementation of “core” portfolio analyses within existing business systems (e.g. PowerBI)
4. Documentation of “core-plus” needs for 1-2 “trailblazer” sector policy teams and 1-2 country offices – including identification of external data sources and analytics – and design delivery to BSD/MI team
5. Implementation of “core-plus” portfolio analyses, to the extent possible within existing business systems
  - a. Where external tools and data are required, delivery of roadmap for if and how these analyses can be migrated into DFID core business systems
6. Case studies, blog posts, and updated user stories highlighting data use across DFID (created throughout the programme)
7. Final report on DFID data use, generated through continuous engagement with decision makers and data users identified during landscape study, including detailed process tracing of the use of “core-plus” analytical products for pilot country offices and sector policy teams

### **Stakeholder engagement**

*Table 4 – Stakeholder Engagement*

DFID Internal	Other International Organizations
Country office teams will be engaged during data user landscaping and decision mapping study. 1-2 country office teams (e.g. Pakistan and Kenya) will be engaged more deeply as “trailblazer” countries for “core-plus” analysis.	Development Gateway (DG) will be a core partner to this programme, using resources from the Bill & Melinda Gates Foundation through its Results Data Initiative (RDI) to provide technical expertise, programme management, data

	analysis, and other aspects, as needed.
Sector policy teams will be engaged during data user landscaping and decision mapping study. 1-2 sector policy teams will be engaged more deeply as “trailblazer” sectors for “core-plus” analysis.	The Bill & Melinda Gates Foundation (BMGF) will be engaged with for joint communications and to ensure complementarity with other DFID-BMGF collaborations around data and evidence. The DG RDI initiative is funded through BMGF’s Development Policy and Finance (DPAF) team.
DFID Senior Management will be engaged during data user landscaping and decision mapping study. Senior Management will also be engaged through sharing of case studies and success stories throughout the programme to continue to build momentum for data driven decisions across DFID. This will include regional directorates, Policy and Global Programmes (PGP), Cabinet and Economic Development, Finance and Corporate Performance Department (FPD), Strategy Unit, and other Departments and Units, as necessary.	Other international agencies will be engaged for knowledge sharing and coordination around data sharing, on an as-needed basis. DG’s RDI programme will be working with an additional agency, which may facilitate closer collaboration and knowledge sharing around areas of mutual interest.
The EPIC team working on the Digital Strategy and “Data Trailblazer” initiatives will be closely engaged for coordination, to prevent duplication of efforts and ensure complementarity of programming.	
The BSD team will be closely engaged as a core collaborator to this programme, ensuring that solutions are mainstreamed within core business systems, where feasible, and ensuring compliance and coherence with MI Strategy.	
The Evidence in Action team will be engaged, with a focus on coordination and sharing of lessons learned. Ensuring that efforts are not duplicated and programming is complementary.	
The Stats Cadre will be the primary implementer of this programme, ensuring engagement with country Stats Advisors and compliance with DFID and HMG good practice and principles.	

### **Change management, training & support**

In order for this programme to be effective, several areas of capability enhancement and change management will need to be achieved. These can be accomplished partially through this programme, as well as through parallel activities in the Digital Strategy, and MI Strategy and broader data strategy. Specific areas include:

1. Analytical staff must be trained and become comfortable using core MI systems, most notably PowerBI. The MI team has already begun providing training courses for PowerBI users, and future training courses could focus in on specific “core” and “core-plus” dashboards to ensure user capabilities to access, interpret, and augment these dashboards.
2. A shift in the approach for analysis and engagement between analytical staff (e.g. Stats Cadre) and decision makers (e.g. country office leadership) from a “service provider” model to an “advisory” model where analyses are driven by underlying



problems and decision making processes, rather than requests for specific statistics or pieces of data.

3. Given the dependency on MI systems for sustainability and scaling of this programme, it will be important to feed requests and new features identified in the course of the programme into MI product backlogs for prioritisation and development. This may require establishing new lines and practices of communication between the Stats Cadre, DG and MI.